

SIS/SS

PERM. NO. 4517

~~CONFIDENTIAL~~

Executive Registry
10-56774

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater
Director of Personnel Policy, Planning,
and Management

SUBJECT: Senior Officer Development Program

Executive Registry
10-1639

1. Action Requested: Your approval is requested for a Senior Officer Development Program.

2. Background: This proposed Program implements Sub-System 7 of the Senior Intelligence Service (SIS) Plan as approved by the DDCI, 27 September 1979, and developed in the Executive Development Outline, 5 December 1979. Attachment I provides details on concepts and implementation procedures. The principal features and policies of this Program are outlined in the following executive summary:

a. The purposes of a Senior Officer Development Plan are to ensure that qualified officers are available to carry out Central Intelligence Agency (CIA) missions and to encourage and assist individual employees to realize their full professional potential.

b. The DCI/DDCI will provide direction and guidance of the overall Program, including review and specific approval of programs involving officers and positions at SIS-4 and above.

c. This Program encompasses all SIS officers and positions, both managers and specialists, plus those GS-13 to 15 level officers determined to be candidates for senior officer development.

d. Each eligible individual will be considered without adverse regard for race, color, sex, religion, age, national origin, political affiliation, marital status, physical impairment or any other non-relevant factors.

UNCLASSIFIED WHEN
DETACHED FROM ATTACHMENT

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

SUBJECT: Senior Officer Development Program

e. Heads of Career Services will do succession planning for all SIS positions (SIS-4 and below), using line managers, Career Service Sub-Group Panels, senior operating officials, and Career Service Panels (sitting as Senior Resource Boards) to identify candidates. This may be done by individual position or by groups of positions having similar requirements. Sufficient candidates should be identified to provide for the orderly development of a pool of qualified officers from which to select future SIS replacements.

f. Heads of Career Services will implement senior officer development actions for members of their career service, consistent with DCI/DDCI policies and requirements. This includes training and developmental assignments.

(1) Training includes internal and external programs, and continues to be a prime responsibility of the Director of Training, acting under the direction of the DCI/DDCI and the Directorate of Administration (DDA), and responsive to Career Service requirements. Heads of Career Services will continue to determine courses for their senior careerists in subjects needed to meet mission requirements, including development of senior specialists.

(2) Developmental assignments are essential to prepare officers for senior responsibilities within their parent Career Service and in other directorates or offices. Such developmental assignments include external and interdirectoriate tours and intradirectoriate assignments involving duties or occupational skills outside the officer's primary career track. Experience outside CIA in recent years would also be considered. While the duration of developmental assignments will vary according to the nature and requirements of the position, six months to one year should be considered the normal period.

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

SUBJECT: Senior Officer Development Program

g. A modified Personnel Development Program (PDP) will continue to serve as a management and planning tool to implement succession planning and senior officer development. The PDP will include:

(1) A Succession Planning List of officers currently qualified for SIS assignments and officers at GS-15 and below who are judged to have the potential to fill positions in the future.

(2) A Senior Officer Development Roster, which outlines individual development plans and draws on the guidelines in Career Sub-Group Development Profiles.

h. When an SIS vacancy occurs, the selection of a replacement will be based in large measure on the work done in succession planning and senior officer development, but it is a separate process. It includes consideration of those candidates identified by Career Service Heads in succession planning and subsequently developed, as well as consideration of other appropriate candidates from within or outside CIA. Selection of replacements is a chain-of-command responsibility up to the level where selections are ratified by, or determined solely by, the DCI/DDCI.

i. The Senior Intelligence Service Advisory Committee (SISAC) (consisting of the DDCI, the four Directorate Deputy Directors, Chairman of the E Service, Comptroller and the D/PPPM) will review succession planning for SIS-4 positions (and any other key positions designated by the DCI/DDCI) and interdirectorate assignment proposals for SIS officers.

j. The Heads of Career Services will provide an annual report on the status of senior officer development.

k. The D/PPPM will monitor senior officer development programs, assist Heads of Career Services in their implementation, and refer problem areas to the SISAC or the DCI/DDCI, as appropriate, for resolution.

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

SUBJECT: Senior Officer Development Program

1. Attachment II provides a schematic view of organizational responsibilities for succession planning and senior officer development.

3. Recommendation: It is recommended that the Senior Officer Development Program outlined in this memorandum and spelled out in detail in the attachments be approved.

Harry E. Fitzwater
Harry E. Fitzwater

Attachments

- I. SOD Program
- II. SOD Program Structural Diagram

APPROVED:

/s/ Frank C. Carlucci

6 MAY 1980

Deputy Director of Central Intelligence

Date

Distribution:

Orig - Return to D/PPPM

1 - DDCI

1 - DCI

1 - SA/DDCI

1 - ER

1 - D/PPPM

2 - SIS/SS

OPPPM/C/SIS/SS/ (1 May 80 - Retyped)

~~CONFIDENTIAL~~